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AUTHOR Rogers, Donald P., Comp.; And Others
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ABSTRACT

The educational resources related to organizational communication listed in this document consist of the following: 12 texts and readers, 75 reference books, 17 publishers active in the field, 2 bibliographies, more than 300 articles, almost 200 journals, over 50 films (with annotations), 9 film distributors, and sources of simulations and games. (JM)

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Resources for Teachers of Organizational Communication

Compiled by Donald P. Rogers
Rita Rice Flaningam
Hilary Horan

Department of Speech Communication
S.U.N.Y. at Buffalo

Contents

Texts and Readers
Reference Books
List of Publishers
Bibliographies
Articles
List of Journals
Films
List of Distributors
Simulations and Games

CS 501 099

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Organizational Communication Texts and Readers

The following texts and readers are more or less general in nature, although some are slanted towards written or oral communication.

Texts:

Borman, Howell, Nichols, & Shapiro. Interpersonal communication in the modern organization. Englewood Cliffs, N.J.: Prentice-Hall, 1969.

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List of Publishers

The following publishers have been active in the area of organizational communication.

Addison-Wesley
Allyn and Bacon (Holbrook)
Basic Books
Bobbs-Merrill (?)
Wm. C. Brown
Chilton
Harcourt, Brace, Jovanovich
Harper & Row
Richard D. Irwin
McGraw-Hill
Penguin
Prentice-Hall
Scott, Foresman & Co.
Spartan Press (Hayden Book Co.)
Chas. Thomas
Wadsworth
Wiley

Bibliographies

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ASAE NEWS-American Society of Association Executives
ACADEMY OF MANAGEMENT JOURNAL
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ADMINISTRATIVE MANAGEMENT
ADMINISTRATIVE MANAGEMENT SOCIETY PROFESSIONAL MANAGEMENT BULLETINS
ADMINISTRATIVE SCIENCE QUARTERLY
ADMINISTRATOR'S DIGEST
ADMINISTRATOR'S NOTEBOOK
ADVANCEMENT OF SCIENCE
ADVANCED MANAGEMENT
ADVANCES IN COMMUNICATION SYSTEMS
ADVANCES IN EXPERIMENTAL SOCIAL PSYCHOLOGY
ADVANCES IN INFORMATION SCIENCE
ADVANCES IN INFORMATION SYSTEMS SCIENCE
ADVANCES IN THE STUDY OF BEHAVIOR
ADVERTISING AGE
ADVERTISING MANAGEMENT
AEROSPACE MANAGEMENT
AGENDA. COMPARATIVE MANAGEMENT MAGAZINE
AIRLINE MANAGEMENT AND MARKETING
AMERICAN ASSOCIATION OF COLLEGIATE SCHOOLS OF BUSINESS PROCEEDINGS
AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS
AMERICAN ASSOCIATION FOR SOCIAL PSYCHIATRY JOURNAL
AMERICAN BEHAVIORAL SCIENTIST
AMERICAN BUSINESS COMMUNICATION ASSOCIATION-ABCA BULLETIN
AMERICAN BUSINESS WRITING ASSOCIATION-ABWA BULLETIN
AMERICAN COMMUNICATIONS ASSOCIATION
AMERICAN HOSPITAL ASSOCIATION BULLETIN
AMERICAN INSTITUTE OF MANAGEMENT BULLETIN
AMERICAN JOURNAL OF NURSING
AMERICAN JOURNAL OF PSYCHOLOGY
AMERICAN JOURNAL OF SOCIOLOGY
AMERICAN PSYCHOLOGIST
AMERICAN SOCIOLOGICAL REVIEW
ANNUAL REVIEW OF PSYCHOLOGY
ARCHIVES OF INDUSTRIAL HEALTH
ARMED FORCES MANAGEMENT
ARMED FORCES MANAGEMENT JOURNAL
ARMY RESEARCH AND DEVELOPMENT
ASSOCIATION & SOCIETY MANAGER
A.V. COMMUNICATION REVIEW
BEHAVIORAL SCIENCE
BELL JOURNAL OF ECONOMICS AND MANAGEMENT SCIENCE
BEST'S INSURANCE NEWS
BRITISH JOURNAL OF SOCIOLOGY
BUSINESS EDUCATION FORUM
BUSINESS MANAGEMENT
BUSINESS PERIODICALS INDEX
BUSINESS REVIEW
BUSINESS WEEK

CMR-CALIFORNIA MANAGEMENT REVIEW
CENTRAL STATES SPEECH JOURNAL
COLLEGE MANAGEMENT
COLLEGE AND UNIVERSITY BUSINESS
COLUMBIA JOURNAL OF WORLD BUSINESS
COMMUNICATIONS RESEARCH
CONFERENCE BOARD-MANAGING THE MODERATE SIZED COMPANY
CONTEMPORARY PSYCHOLOGY
DEFENSE MANAGEMENT JOURNAL
ETC REVIEW OF GENERAL SEMANTICS
EXECUTIVE
FACTORY AND INDUSTRIAL MANAGEMENT
FORBES
FORTUNE
FROM 9 to 5
FUND RAISING MANAGEMENT
GENERAL MOTORS ENGINEERING JOURNAL
GLASS INDUSTRY
GYPSUM PRODUCTS
HARVARD BUSINESS REVIEW
HOSPITAL ADMINISTRATION
HOSPITAL FORUM
HOSPITAL TOPICS
HUMAN COMMUNICATION RESEARCH
HUMAN FACTORS
HUMAN ORGANIZATION
HUMAN RELATIONS
IBM JOURNAL OF SOCIAL WORK
INDUSTRIAL GERONTOLOGY
INDUSTRIAL AND LABOR RELATIONS REVIEW
INDUSTRIAL DEVELOPMENT AND MANUFACTURER'S RECORD
INDUSTRIAL MANAGEMENT
INDUSTRIAL NURSE'S REVIEW
INFORMATION AND CONTROL
INTELLECT
INTERNATIONAL JOURNAL OF MAN-MACHINE STUDIES
INTERNATIONAL JOURNAL OF PRODUCTION RESEARCH
INTERNATIONAL MANAGEMENT
ISSUES IN INDUSTRIAL SOCIETY
JOURNAL OF ABNORMAL AND SOCIAL PSYCHOLOGY
JOURNAL OF THE ACOUSTICAL SOCIETY OF AMERICA
JOURNAL OF ADMINISTRATION OVERSEAS
JOURNAL OF ADVERTISING RESEARCH
JOURNAL OF APPLIED COMMUNICATIONS RESEARCH
JOURNAL OF APPLIED BEHAVIORAL SCIENCE
JOURNAL OF APPLIED PSYCHOLOGY
JOURNAL OF APPLIED SOCIAL PSYCHOLOGY
JOURNAL OF BROADCASTING
JOURNAL OF BUSINESS
JOURNAL OF BUSINESS COMMUNICATION
JOURNAL OF COMMUNICATION
JOURNAL OF COMPARATIVE ADMINISTRATION
JOURNAL OF CONFLICT RESOLUTION

JOURNAL OF CROSS CULTURAL PSYCHOLOGY
JOURNAL OF COUNSELING PSYCHOLOGY
JOURNAL OF EDUCATIONAL PSYCHOLOGY
JOURNAL OF EXPERIMENTAL PSYCHOLOGY
JOURNAL OF SOCIAL PSYCHOLOGY
JOURNAL OF GENERAL PSYCHOLOGY
JOURNAL OF HUMAN RELATIONS
JOURNAL OF HUMAN RESOURCES
JOURNAL OF INDIVIDUAL PSYCHOLOGY
JOURNAL OF INDUSTRIAL PSYCHOLOGY
JOURNAL OF INDUSTRIAL RELATIONS
JOURNAL OF INTERGROUP RELATIONS
JOURNAL OF LEISURE RESEARCH
JOURNAL OF MANAGEMENT STUDIES
JOURNAL OF MARKETING
JOURNAL OF MARKETING RESEARCH
JOURNAL OF NURSING ADMINISTRATION
JOURNAL OF ORGANIZATIONAL COMMUNICATIONS
JOURNAL OF PERSONALITY
JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY
JOURNAL OF PERSONNEL ADMINISTRATION AND INDUSTRIAL RELATIONS
JOURNAL OF PSYCHIATRIC NURSING
JOURNAL OF PSYCHOLOGY
JOURNAL OF PUBLIC ADMINISTRATION
JOURNAL OF RESEARCH AND DEVELOPMENT IN EDUCATION
JOURNAL OF SOCIAL PSYCHOLOGY
JOURNAL OF VOCATIONAL BEHAVIOR
JOURNALISM QUARTERLY
LABOR RELATIONS REPORTER
LEADER
LONG RANGE PLANNING
M.S.U. BUSINESS TOPICS
MANAGE
MANAGEMENT DECISION
MANAGEMENT INFORMATION SERVICE
MANAGEMENT INTERNATIONAL
MANAGEMENT NEWS
MANAGEMENT OF PERSONNEL QUARTERLY
MANAGEMENT IN PRACTICE
MANAGEMENT RECORD
MANAGEMENT REVIEW
MANAGEMENT SCIENCE
MANAGEMENT TODAY
MARKETING/COMMUNICATIONS
MEETINGS AND CONVENTIONS
MIDWEST REVIEW OF PUBLIC ADMINISTRATION
MODERN INDUSTRY
MODERN OFFICE PROCEDURES
MONTHLY LABOR REVIEW
NATION'S BUSINESS
NAVY MANAGEMENT
NORTHWEST BUSINESS MANAGEMENT
NURSING RESEARCH
OCCUPATIONAL PSYCHOLOGY

OPERATIONS RESEARCH
ORGANIZATIONAL BEHAVIOR AND HUMAN PERFORMANCE
ORGANIZATIONAL DYNAMICS
PERSONNEL
PERSONNEL ADMINISTRATION
PERSONNEL JOURNAL
PERSONNEL AND GUIDANCE JOURNAL
PERSONNEL MANAGEMENT
PERSONNEL POLICY
PERSONNEL PSYCHOLOGY
PLANNING AND CHANGING
POLICE CHIEF
PUBLIC OPINION QUARTERLY
PUBLIC RELATIONS JOURNAL
QUARTERLY JOURNAL OF SPEECH
RESEARCH MANAGEMENT
RURAL SOCIOLOGY
SCIENCE
SLOAN MANAGEMENT REVIEW
SOCIAL FORCES
SOCIETY OF OCCUPATIONAL MEDICINE TRANSACTIONS
SOCIOLOGICAL BULLETIN
SOCIOLOGICAL FOCUS
SOCIOLOGICAL INQUIRY
SOCIOLOGICAL METHODS AND RESEARCH
SOCIOLOGICAL QUARTERLY
SOCIOLOGICAL REVIEW
SOCIOMETRY
SOUTHERN JOURNAL OF BUSINESS
SOUTHERN SPEECH COMMUNICATION JOURNAL
SPEECH MONOGRAPHS
SPEECH TEACHER
SURVEY OF CURRENT BUSINESS
SUPERVISORY MANAGEMENT
TEXAS BUSINESS REVIEW
TODAY'S SPEECH
TRAINING AND DEVELOPMENT JOURNAL
TRAINING DIRECTOR'S JOURNAL
VITAL SPEECHES
VOCATIONAL EVALUATION AND WORK ADJUSTMENT BULLETIN
WESTERN SPEECH

Films

The following are generally useful for classroom instruction. Check local university libraries for titles.

ALL I NEED IS A CONFERENCE B 28 min
Depicts a serious industrial problem and its solution by a conference of supervisors and managers. Suggests ways in which a conference leader can more effectively run the meeting and draw out the best thinking from each member of the group.
DIST-STRAUS 1954

ANATOMY OF A PRESENTATION, THE C 35 min
Presents business speech techniques in departmental and intra-company communications, including a discussion of guidelines for audience analysis, the preparation and delivery of the speech and the use of graphics.
DIST-RTBL 1967

AVOIDING COMMUNICATION BREAKDOWN C 24 min
Following the loss of an account, Dr. David K. Berlo analyzes why the account was lost, calling attention to warning signals of defective communication that should have been detected. He shows how these signals could have been used by communication-conscious managers to prevent breakdown. From the Berlo effective communication series.
DIST-BNA 1965

BREAKING THE DELEGATION BARRIER B 30 min
Goes beyond theory and techniques of delegating and to the root of the majority of problems supervisors usually have when it comes to actually giving up responsibility and authority to their subordinates.
DIST-RTBL 1961

CHALLENGE OF MANAGEMENT C 30 min
Discusses the responsibilities of a business manager and the problems to be met in operating a proprietorship, a partnership and a corporation. From the American Business System Series.
DIST-IU 1963

CHANGING ATTITUDES THROUGH COMMUNICATION B 23 min
Dr. David K. Berlo discusses problems which arise when changes are made in an organizational system, pointing out the necessity of using persuasion when introducing policies which require changes. From the Berlo effective communication series, No. 4.
DIST-BNA 1965

COMMUNICATING MANAGEMENT'S POINT OF VIEW C 22 min
Dr. David K. Berlo discusses the role of the manager in changing the attitudes and behavior of his staff. He explains that the manager must see the world from the other man's point of view, develop skill in communication and have a basic faith in people.
DIST-BNA 1965

COMMUNICATION FEEDBACK C 21 min

Dr. David K. Berlo explains that in order to attain the four principal objectives of management communication attention, understanding, acceptance and action-the manager must always watch for feedback and correct his communication accordingly. Includes dramatizations which show nonuse of feedback. From the Berlo effective communication series, No. 3.

DIST-BNA 1965

DELEGATING WORK C 9 min

Poses the problem of a supervisor's failure to delegate work properly, showing the serious effects on the supervisor's efficiency and personal well-being as well as on his workers. From the plant supervisor's problems series.

DIST-MGHT PRODN-CALVIN 1959

DEVELOPING MORE AND BETTER IDEAS B 23 min

Explains the step by step process of developing ideas. Points out that anyone from top management to the lowest rated employee can produce more and better ideas for cutting costs, increasing productivity developing products and improving quality and performance.

DIST-INEF 1962

DO YOU KNOW HOW TO MAKE A STATEMENT OF FACT B 30 min

The late Dr. Irving Lee discusses the difference between statements of fact and statements of inference. (kinescope) from the talking sense series.

DIST-IU 1955

EFFECTIVE LEADERSHIP 32 min

Dr. Robert Tannenbaum defines and describes the characteristics of effective leadership.

DIST-U.C. BERKELEY

EYE OF THE BEHOLDER 27 min

Outstanding film on perception and point-of-view. An episode in the life of an artist dramatizes the thesis that individuals see largely what they want to see and that no two people see the same things in the same way. A series of events during 12 hours of the artist's life are seen through the eyes of people who have observed them. The same series of events are then traced in terms of the meaning they have had for the artist, himself.

(Stuart Reynolds Production)

EFFECTIVE ORGANIZATION

A Six-Film Series by Saul W. Gellerman

1. Assessing Management Potential Douglas Bray, Director of Personnel Research, A. T. & T., discusses the problems relating to managerial succession, promotion policies and practices, manager selection, and career counseling. The "assessment center" technique is described as an alternative to traditional promotion practices. BNA

2. Management by Participation An intriguing demonstration of techniques worked out in practice at the Harwood Companies. Alfred Marrow, Ph.D. (Psychology) and Chairman of the Board of Harwood, discusses organizational climate, leadership style and participation as a total systems approach. BNA

3. Pay for Performance Insuring maximum advantage from salaries and wages is one of the problems tackled by Emanuel Kay in this film, answering the question: How do you avoid negative effects of poorly understood pay policies? Goal-setting, which is rapidly replacing traditional performance appraisal programs, is described as a method of improving performance. BNA

4. Making Human Resources Productive Scott Myers, Organizational Development Consultant, defines "job enrichment" as altering the relationship of the individual employee to the authority structure of the organization. This film includes Dr. Myers' dramatic "bowling alley" explanation of why work is not meaningful under authoritarian supervision. BNA

5. Team Building Sheldon Davis, V.P. and Director of Industrial Relations of Systems Group of TRW, Inc., describes team-building as a conscious effort by people in a work-group to improve their effectiveness in working together. Mr. Davis describes how an organization goes about introducing team building, and the film dramatizes how initial resistance is overcome.

6. Confronting Conflict An actual team-building demonstration session with Sheldon Davis acting as consultant. In a completely extemporaneous situation three members of an organization, guided by Mr. Davis, "work cut" some basic problems by openly discussing hidden resentments and appreciations they have about each other in their work relations. BNA

EFFECTIVE LISTENING B 15 min
Demonstrates the importance of listening in the communication process. Discusses ways to develop good listening habits. From the speech series.
DIST-MGHT 1959

FOLLOW THE LEADER (animated color) 20 min
As a training tool, "Follow the Leader" can aid in the development of leadership skills that are immediately practicable. The problems, pitfalls, and barriers confronting the would-be leader, or newly appointed supervisor, are all brought out and analyzed in the context of his basic responsibility - that of getting things done through people.

The ideas in "Follow the Leader" are presented so engagingly and with such clarity that much can be gained from simply viewing the film. As with most learning, however, the experience can be broadened and made even more meaningful if it is shared with other people.

FOLLOW-THROUGH, THE B&W 8 min
Dramatizes the problem that arises when a supervisor fails to adequately explain the operation of a new office machine and returns to find trouble on his hands and an important deadline missed. From the Office Supervisors' Problems Series.
DIST-MGHT 1958

GRAPEVINE, THE B&W 8 min
An erroneous report that two workers are going to be replaced by new computing machines spreads and disrupts the entire organization. A solution to the rumor problem is sought. From the Office Supervisors' Problems Series.
DIST-MGHT 1958

HOW GOOD IS A GOOD GUY B&W 21 min
Illustrates advantages of being fair and firm in dealing with subordinates. Describes how a supervisor's need for his men's approval can impair his efficiency.
DIST-RTBL 1960

HOW MUCH COOPERATION C 8 min
A supervisor asks special cooperation and overtime work of his staff. What seems to be a lack of cooperation on his part backfires several days later. From the Office of Supervisors' Problems Series.
DIST-MGHT 1958

HOW TO CONDUCT A DISCUSSION B&W 24 min
Dramatizes eleven basic principles which discussion leaders can use in order to insure effective and satisfying group discussion. Depicts a wide range of groups and discussion topics.
DIST-EBEC 1953

I JUST WORK HERE C 17 min
Shows how to create a more favorable organizational image and improve employee attitudes toward their job.
DIST-RTBL 1963

IS IT ALWAYS RIGHT TO BE RIGHT? 8 min
"There once was a land where men were always right" -- So begins this fast-moving "parable" that highlights the centers of divisiveness in our society--the generation gap, war, poverty, race. All are lifted up and sharply focused in this unique film that interlaces animated and live action sequences. Designed to provoke lively discussion without alienating any group. Ends on a note of challenge and hope. Narrated by Orson Welles. Award Winner. (Stephen Bosustow Productions)

JOB INTERVIEW-MEN C 17 min
Three young applicants are interviewed for trainee positions, and the viewers are asked to evaluate the applicants as an employer would. The interviews provide a basis for a discussion ranging from appearance and attitude of applicants to goals and long-range preparation for employment.
DIST-CF 1967

JOB INTERVIEW-WOMEN C 16 min
Three young applicants are interviewing for trainee positions, and the viewers are asked to evaluate the applicants as an employer would. The interviews provide a basis for a discussion ranging from appearance and attitude of applicants to goals and long-range preparation for employment.
DIST-CF 1967

LABOR RELATIONS - DO NOT FOLD, STAPLE, SPINDLE OR MUTILATE B 50 min
Contrasts union-management relations as they existed in the early part of the twentieth century with relationships as they exist today.
DIST-MGHT 1968

LITTLE WHITE CRIMES B 28 min
Examines ethics and the pressures affecting attitudes in business as well as life as demonstrated in the experiences of a successful young businessman who uses questionable methods to solve problems brought about by an over extension of his resources.
DIST-MGHT 1967

MAKING OF A DECISION, THE B 32 min
An open-end film about the decision-making process, designed to train managers to follow logical steps in the decision-making process. Discusses the importance of personal insight.
DIST-RTBL 1968

MANAGERIAL GRID (Management Development Series) 35 min
This film presents the managerial grid technique as a way of evaluating various approaches to management. Values from one to nine are assigned to the grid axes. One axis is labeled "concern for people"; the other, "concern for production." Five intersectional points at coordinates (9,1; 1,9; 1,1; 5,5; 9,9) are discussed in terms of the degree of commitment, creativity, and conflict that can be expected under such management. Discussion presented by Robert Blake. (Produced and distributed by University of California Extension Media Center, Berkeley)

THE MANAGERIAL REVOLUTION

A documentary film reviewing a half century of progress and transition in the American economy. Film clips chart the course of industrial and managerial development in the United States from horse-and-buggy days to lift-offs of space vehicles. Hal Holbrook is the film's narrator and he traces the course of three "revolutions" in the United States which affect and will continue to affect the life of every citizen. These are the scientific revolution, the mass production revolution, and the human-oriented managerial revolution.

MEANINGS ARE IN PEOPLE C 24 min

Dr. David K. Berlo uses dramatic reenactments to show how misunderstandings occur when managers and subordinates are at cross-purposes. He directs attention to problems of ineffective communication. From the Berlo effective communication series, No. 1.

DIST-BNA 1965

MORE THAN WORDS C 14 min

Emphasizes the importance of effective communication, the problems involved and the acquiring of skills in communicating.

DIST-STRAUS

ORAL COMMUNICATIONS-GROUP PROBLEM SOLVING C 13 min

Explains effective group discussion techniques and organization as illustrated by a panel discussion by high school students about whether a more equitable and practical grading system can be achieved. From the oral communications series.

DIST-MCHT 1968

MOTIVATION AND PRODUCTIVITY

A Nine-Film Series by Saul W. Gellerman (BNA)

1. Strategy for Productive Behavior In preparing the viewer for the significant concepts to appear in the films, Saul Gellerman discusses the broad implications of behavioral science for management and frames the major question for which each behavioral scientist in the series offers an answer: what can management do to motivate people toward greater productivity? (20 minutes)

2. Motivation Through Job Enrichment Frederick Herzberg describes his famous "Motivation-Hygiene Theory," emphasizing that motivation is found only in the job itself, in the opportunity to satisfy the human need for accomplishment. (28 minutes)

3. The Self-Motivated Achiever Well-known for his research on the achievement motive, David C. McClelland discusses the problems of identifying individuals with a high need for achievement and how to deal with them when they are discovered in an organization. (28 minutes)

4. Understanding Motivation Saul Gellerman explains the individual needs of workers and how their motivation is a product of the kind of world they think they live in. (28 minutes)

5 & 6. Theory X and Theory Y: The Work of Douglas McGregor, Part 1 and Part 2 Warren Bennis, Richard Beckhard and John Paul Jones, three former colleagues of the late Douglas McGregor, discuss and illustrate Dr. McGregor's findings regarding the assumptions management is prone to make about its employees, which McGregor labeled "Theory X" and "Theory Y." In Part 1, Description of the Theory, examples and discussion are devoted to a comparison of the two sets of assumptions. In Part 2, Application of the Theory, the viewer is shown why a "Theory Y" manager will be likely to elicit greater productivity from his employees. (Each film, 25 minutes. The films may be purchased separately.)

7. Human Nature and Organizational Realities. Dr. Chris Argyris draws from his experience in motivating employees at lower levels of an organization, and improving interpersonal relations at all levels of management. (28 minutes)

8. The Management of Human Assets Rensis Likert brings his keen understanding of supervision and leadership to bear on the training and direction a company must take to obtain high-producing work-groups. (28 minutes)

9. Motivation in Perspective In this concluding film, Saul Gellerman summarizes, compares and contrasts the research and application of behavioral science and then ties the concepts together to present a unified guide to management action. (20 minutes)

MOTIVATION TO WORK (A 5-film series by Frederick Herzberg)

"Motivation does not lead to achievement; rather it is achievement that leads to motivation. The inappropriate attitudes that we find in employees are a product of the way we use people." ...Frederick Herzberg

THE MODERN MEANING OF EFFICIENCY (25 min)

In this introductory film Herzberg explains why it is no longer efficient to break down jobs into components that are so simple "even a child could do it." This is not utilization of talent -- it is amputation of talent. And it occurs at higher levels of the organization too, but in subtler ways. When a manager complains about the "poor attitude" of subordinates, the chances are that these attitudes are a result, not a cause, of their inefficiency.

KITA, OR, WHAT HAVE YOU DONE FOR ME LATELY? (25 min)

Explains Herzberg's famous motivation-hygiene theory, with in-depth analysis of "hygiene" --what it is, why it escalates, why it doesn't motivate, how to manage it as a necessary part of the work environment. Illustrated by several humorous but pointed "blackouts" showing typical employee reaction to management's efforts to use hygiene as a motivator.

JOB ENRICHMENT IN ACTION (25 min)

This film comes to grips with Herzberg's solution to the problem of motivation -- enrich the job to allow more responsibility, more individual achievement, more growth. Demonstrates how this is done, based on an actual case example where results have been measured. Job enrichment is not a one-shot panacea, but a continuing program of building motivation into the work itself.

BUILDING A CLIMATE FOR INDIVIDUAL GROWTH (25 min)

A psychological analysis of real growth, as compared with mere status symbols as measures of advancement. When a person stops growing he starts to die -- psychologically as well as biologically. Management techniques are mostly designed to control "psychologically dying" employees. Herzberg's explanation of psychological growth can help correct this.

THE ABC MAN: THE MANAGER IN MID-CAREER (25 min)

What can a company do to prevent obsolescence in middle management -- the manager who has learned to do A, B, and C successfully but who is suddenly confronted with the need for D and E to do his job? Why do such managers resort to slogans and hostility as a substitute for competence? This film not only helps identify the ABC Man - it shows how mid-career obsolescence can be overcome.

ORGANIZATIONAL DEVELOPMENT (30 min) (Management Development Series)
Organizational development is the application of behavioral science principles to the complex social structures found in every large organization - in business, industry, government, and institutions. Sheldon Davis discusses the new, dynamic approaches many managers are now adopting in order to change the cultural norms or value systems within an organization so that groups can become more productive while at the same time the work experience becomes more meaningful to the people within the groups.

ORGANIZATIONAL RENEWAL (A 5-film series by Gordon Lippitt)
"The manager who is good at setting short-range objectives and taking great risks at the birth of an organization may be less useful in shaping long-range plans and laying the groundwork for growth when the organization is seeking stability during its youthful stage."
.....Gordon Lippitt

GROWTH STAGES OF ORGANIZATIONS (25 min)
Lippitt describes the six stages of organization growth: birth, survival, stabilization, achieving a reputation, developing uniqueness, and contributing to people and the community. At each stage crucial decisions must be made regarding marketing, profitability, human resources, etc. In making these decisions, managers must be aware of the present growth stage of their company. And executives must realize that conflicts between departments often result from the fact that they are in differing stages of growth. This film shows how this understanding can be achieved.

CONFRONTATION, SEARCH, AND COPING (25 min)
A fresh approach to the age-old problem of conflict in organizations, and how to achieve "leveling" and "openness" in day-to-day relations between people and groups. Mere confrontation is not enough, Lippitt believes. Problems revealed in the confrontation must be resolved in such a way that everyone gains experience and knowledge which will enable him to cope with future problems of the same nature.

INDIVIDUALITY AND TEAMWORK (25 min)
How can an organization get teamwork without sacrificing individuality? One answer is the "matrix" organization which Lippitt describes, where each individual in a task force is considered a resource and his contributions fully utilized. To be effective, work-groups should take a closer look at their own processes of leadership, shared leadership, and membership. The film contains many "how-to's" for effective interaction in organizations.

COPING WITH CHANGE (25 min)
Organization renewal often cannot be accomplished without upsetting many established ways of doing things. Reasons for resistance to change are well-known, but Lippitt presents tested ways of analyzing resisting forces and planning strategies for overcoming them.

HOW ORGANIZATION RENEWAL WORKS (25 min)
Who should take the leadership in organization renewal? How should he go about getting the support of top management? How should task forces be organized? What should be the role of "resource" people or "internal consultants"? These and many other practical questions are discussed and demonstrated in this final film in the series.

OVERCOMING RESISTANCE TO CHANGE B 30 min
Shows how supervisors can overcome and prevent serious morale conditions and losses in efficiency during periods of change in an organization.
DIST-RTBL 1962

PERSON TO PERSON COMMUNICATION B 14 min
Emphasizes listening with understanding. Shows that false assumptions, preconceived viewpoints and exaggerated personal feelings can lead to misunderstanding in normal conversation.
DIST-RTBL 1956

ROADBLOCKS TO COMMUNICATION B 30 min
Distinguishes between disagreements and misunderstandings. Explores the concept of 'feedback' as one of the ways to improve communication. Explains the use of watchdog, reaction and audience panels. From the Dynamics of Leadership Series.
DIST-IU 1963

SOME PERSONAL LEARNING ABOUT INTERPERSONAL RELATIONSHIPS (Management Development Series) 33 min
In this filmed lecture by Dr. Carl R. Rogers, one of the world's distinguished psychologists shares some personal learnings about interpersonal relationships and discusses the "mysterious business of relating with other human beings." He suggests the rewards of coming in touch with another person, openly and lovingly, through genuine communication. He contrasts listening that is sensitive, empathic, and non-jugmental with listening that is met by the evaluation, reassurance, denial, or distortion that hampers so much personal communication. He describes the satisfaction of being real and of communicating that quality to another person . . . and the pleasure of fearlessly giving and receiving positive feelings. (University of California Extension Media Center, Berkeley)

STYLES OF LEADERSHIP B&W 26 min
Shows how a common business problem regarding a new contract might be handled by four different types of leaders. Compares the major characteristics of the leaders and shows effects each has upon subordinates.
DIST-RTBL 1962

SUPERVISOR AS A LEADER, PART I B&W 11 min

Several workers are asked what they consider to be the qualifications for a good supervisor. Four dramatized episodes illustrate the poor supervisory practices cited by the workers. The first is an example of a situation where the supervisor fails to keep his promise to his men; the second illustrates an instance where a supervisor takes credit for an ingeneous suggestion from one of his men; in the third example, the supervisor blames one of his men for an error that he himself made; the fourth and final episode shows a supervisor bypassing an experienced man in his group in order to bring in a relative to fill an advanced position.

(USOE)

SUPERVISOR AS A LEADER, PART II B&W 11 min

Four supervisors discuss the qualities of leadership, and dramatized incidents make clear what they mean. One man lets his job go to his head. Another goes to pieces under pressure; he can't control himself. In the other incidents, it is pointed out that the good supervisor is not afraid to praise his men for work well done and that he is loyal to them. (USOE)

THAT'S NOT MY JOB C 26 min

Discusses the importance of training each employee of a large organization to understand his role and his relationship to other employees. Demonstrates that cooperative effort contributes to the end product or service of the group.

DIST-RTBL 1967

WHY MAN CREATES C 25 min

Demonstrates the nature of the creative process and the variety, richness, and importance of creative vision.

DIST-PFP 1968

List of Distributors

Catalogues of the following will provide additional film titles.

American Broadcasting Company
Columbia Broadcasting System
McGraw-Hill
National Broadcasting Company
National Education Association
University of California
U. S. Department of State
U. S. Information Agency
U. S. Office of Education

The following is a list of abbreviations used to denote the film distributors:

BNA ..... Bureau of National Affairs
CF ..... Churchill Films
EBEC ..... Encyclopedia Britannica Educational Corp.
PFP ..... Pyramid Film Productions
RTBL ..... Roundtable Films, Inc.
STRAUS ... Henry Strauss Company, Inc.

Simulations and Games

Packaged Games

Bass, B. M., et al. A PROGRAM OF EXERCISES FOR MANAGEMENT AND ORGANIZATION DEVELOPMENT (Rochester, Instad, 1970). Especially games 8 (Communication) and 9 (Negotiation).

COMMUNICATION, Education Research, Warren, N.J.

Daly, A. A. "In-Basket Business Game," Journal of the American Society of Training Directors, 14, 8, 1960, p. 8-15.

DECISION, Education Research, Warren, N.J.

EXECUTIVE DECISION, 3M Company, St. Paul, Minn.

Gamson, W. A. SIMULATED SOCIETY: INSTRUCTOR'S MANUAL (New York: Free Press, 1969).

Gamson, W. A. SIMULATED SOCIETY: PARTICIPANT'S MANUAL (New York: Free Press, 1969).

Greene, L. and R. Allen. THE PROPAGANDA GAME (Turtle Creek, Marct, 1966).

MR. PRESIDENT, 3M Company, St. Paul, Minn.

Pfeiffer, J. W. and J. E. Jones. STRUCTURED EXPERIENCES FOR HUMAN RELATIONS TRAINING, Vols. I, II, III (Iowa City: University Associates Press, 1969, 1970, 1971).

PRIME TIME, SKOR-MOR Corporation, Carpenteria, California.

STOCKS AND BONDS, 3M Company, St. Paul, Minn.